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THE ROLE OF PUBLICLY FUNDED ENTERPRISE ASSISTANCE IN MĀORI ENTREPRENEURSHIP IN AOTEAROA NEW ZEALAND

A thesis presented in partial fulfilment of the requirements for the degree of
Doctor of Philosophy in Business

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ABSTRACT

Māori entrepreneurship in relation to enterprise assistance is rarely subject to academic enquiry, inhibiting theoretical development. This thesis examines the role of publicly funded enterprise assistance in Māori entrepreneurship in Aotearoa New Zealand. Publicly funded enterprise assistance includes formalised business support—financial and nonfinancial—offered by government. Kaupapa Māori research is the overriding research epistemology, with Western pragmatism integrated within this. The thesis is critical, inductive and exploratory, using interviews for data collection.

The thesis finds that Māori entrepreneurship is an expression of Māori self-determination, Māori potentiality, and substantive freedom. Māori entrepreneurship contributes to Māori development in terms of social, cultural, economic, environmental and spiritual outcomes. Māori entrepreneurs proudly identify with being Māori and doing business in a Māori way, predicated upon principles of duality, collectivism, permanence and intergenerationality. Māori enterprises are mainly defined by Māori ownership, values, assets and institutions, and represent the organisational context of Māori entrepreneurship.

The thesis suggests that publicly funded enterprise assistance serves three roles in Māori entrepreneurship: (i) satisfying firm-level business needs; (ii) building Māori entrepreneurial capabilities; and, (iii) enabling Māori enterprises to develop. A conceptual model of Māori enterprise assistance is developed that illustrates the relationship between Māori entrepreneurship and enterprise assistance. The thesis suggests principles for enterprise assistance design based on an ideal delivery model. Strong support for the role of government in public enterprise assistance for Māori entrepreneurship is evident. Tribes also have a role in this, but are not to be viewed as a substitute for the government's role.

DEDICATION

In memory of Mrs Anne Scrivens (nee Ani Mika) (1934-2010)

Ko Waikirikiri te marae, ko Hamua te hapū, ko Tūhoe te iwi.

Ko tōku kuia nāna ahau i whāngai.

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First, I thank the Lord for making all things possible. Second, I thank my wife Valencia for your love, support and patience, and for taking wonderful care of our beautiful children. Without your support Mrs Mika doctoral study would have remained no more than a yearning. My love for you knows no bounds. I thank my parents, Hiria and Paul, for having me and supporting me through this endeavour. I thank all of our family members for their love and support for me and my family. Your kindness and generosity in times of need kept our spirits high and my feet firmly planted.

A special thanks to my supervisors Associate Professor Paul Toulson, Professor Annemarie Gillies and Doctor Joanne Bensemman for being gifted and patient teachers. Your wisdom, advice and good humour got me through. I also thank my colleagues in the School of Management for your support, in particular Head of School, Professor Sarah Leberman for the many opportunities afforded me in this special place and all of the academic and administrative staff of Massey Business School. Additionally, I thank *ngā kaitiaki o Te Pūtanga ki te Ao Mātauranga*, our librarians, in particular Katherine Chisholm and Sheeanda Field for taking care of that most precious of resources, *ngā pukapuka o te ao*.

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Finally, thanks to our church family of Kelesi, the Tongan Methodist Parish of Palmerston North for your love and spiritual sustenance. Malo ‘aupito. Kia ora rawa atu. Ma te Atua tātau e manaaki i ngā wā katoa.

RARANGATIA TE WHITAU HARAKEKE

This is a personal statement about coming to do a PhD at Massey University's School of Management. The title is taken from a *kauhau* (sermon) delivered by Tūhoe elder Mrs Mona Riini at a *hui* (meeting) at Te Maungarongo Marae in Ohope in 1981 (Cairns, 2013). *Rarangatia* means to weave and *whitau harakeke* means flax fibre, a prized commodity of Māori and settlers to Aotearoa New Zealand because of its strength and beauty as a material. Rarangatia te whitau harakeke encapsulates the privilege and value of the PhD experience and symbolises the story woven into this thesis.

A PhD has been a personal ambition since 1991. Some twenty years later one was finally commenced in earnest. A computing diploma at Waiāriki Polytechnic in 1989 whet my appetite for tertiary study. This was followed by a business diploma at the same institution in 1992. The late Arapeta Tahana then chief executive of Waiāriki Polytechnic and head of the Business School Terry Firth encouraged me to pursue further study. A business degree at Waikato University followed in 1994.

A Te Tari Taake scholarship led to a job in Wellington at the Inland Revenue and the writing of my first publication, the "Smart Business" tax guide in 1996 (see IR 320). Eagerness to work in Māori development led to the job of policy analyst at Te Puni Kōkiri (TPK). While there, a Master of Public Policy was completed at Victoria University, under Professors Claudia Scott and Jonathan Boston, and Associate Professor Bill Ryan, supervisor of my research report on capacity building.

A secondment to a new entity called M-Commerce (short for Māori Commerce) gave me some insight into the nexus between government and business. M-Commerce was championed by June McCabe, then a Westpac banking executive and chair of the Māori Economic Development Commission. M-Commerce's mandate was to provide Māori enterprises with business facilitation services using private sector mentors. A board was

appointed and Paul Quinn hired as establishment manager. M-Commerce was short-lived as a change in government from National to Labour in 1999 led to the winding down of the Māori development commissions. M-Commerce was refashioned as the Māori Business Facilitation Service (MBFS) inside TPK. M-Commerce staff (Paul Quinn, Evan Nathan and me) were retained to set up MBFS.

Still with TPK, implementing the Māori capacity building policy occupied my time for another 12-months, before a new challenge beckoned—management consulting. The problem with public policy is that the value of one's work is often unseen, mixed in with that of others in the process, or is so far removed as to resemble a mirage. The appeal of consultancy is that the impact of one's work is typically more immediate, visible and tangible. These perceptions coupled with a belief in my capacity to offer useful advice meant self-employment as a consultant became a nine-year outlet for my entrepreneurial ambitions.

As a consultant I became an accredited business mentor for the MBFS. This capped off a circulatory affinity with the MBFS that included: being party to its birth, demise, and rebirth; being a client of it as a nascent entrepreneur; then as an MBFS mentor. The missing element—studying it—is to be rectified momentarily. The positives about consultancy are the people, the learnings, and the money. The downsides are the hours one keeps, the constancy of chasing new work, and administration. What was once an exciting pursuit becomes a grind. Self-employment is no more, but was a wonderful experience and led me to my present endeavour. The PhD experience has been rewarding, affirming my desire to be an academic. The prospect of researching, writing and teaching subjects about which one is passionate is inviting. I intend to make the most of it.

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ABBREVIATIONS

ACEA	Adult and Community Education Aotearoa
AIMC	Aotearoa Independent Media Centre
BERL	Business and Economic Research Limited
BYOB	Be Your Own Boss
CRM	Client Relationship Management
EDA	Economic Development Agency
EDANZ	Economic Development Agencies New Zealand
FOMA	Federation of Māori Authorities
GDP	Gross Domestic Product
GEM	Global Entrepreneurship Monitor
GIAB	Growth and Innovation Advisory Board
HDI	Human Development Index
IRD	Inland Revenue Department
IT	Information Technology
LDC	Least developed countries
MBA	Master of Business Administration
MBIE	Ministry of Business, Innovation and Employment
MDC	Māori Development Corporation
MED	Ministry of Economic Development
MEDC	Māori Economic Development Commission
MEDP	Māori Economic Development Panel
MLIG	Māori Land Investment Group
MMP	Mixed Member Proportional Representation
MP	Member of Parliament
MSD	Ministry of Social Development
MWDI	Māori Women's Development Incorporated
NZ	New Zealand
NZIER	New Zealand Institute of Economic Research
NZPA	New Zealand Press Association
NZTE	New Zealand Trade and Enterprise
NZVIF	New Zealand Venture Investment Fund
OECD	Organisation for Economic Co-operation and Development
OTS	Office of Treaty Settlements
PNBST	Port Nicholson Block Settlement Trust
PSGE	Post settlement governance entity
PTE	Private training establishments
PwC	PricewaterhouseCoopers
RBNZ	Reserve Bank of New Zealand
SBA	Small Business Administration
SBAG	Small Business Advisory Group
SME	Small and medium enterprise
SRG	Sapere Research Group
TPK	Te Puni Kōkiri
UK	United Kingdom
USA	United States of America
WINZ	Work and Income New Zealand

GLOSSARY OF MĀORI WORDS

Āhuatanga	Traditions
Aotearoa	New Zealand
Aroha	Love, compassion
Aronga	World view
Āta	To do something with care
Atu	Over there, adds emphasis
Atua	God, gods
Awhi	Assistance
Haere	Go, travel, walk
Hapū	Subtribe
Harakeke	Flax
Hongi	Press noses while shaking hands as a form of greeting
Iwi	Tribe
Kai	Food; prefix added to nouns to make them verbs (see Kaitakawaenga)
Kaitakawaenga	Mediator, arbitrator
Kaitiaki	Guardian, trustee
Kaitiakitanga	Guardianship, stewardship, trusteeship
Kanohi	Eyes, face
Kanohi-ki-te-kanohi	Face-to-face (meeting)
Karakia	Incantation, prayer
Kau	A particle emphasising the effect of something (e.g., <i>rapū kau</i> – search)
Kaupapa	Philosophy, principles, subject matter
Kia	When, to, that, let be, so that
Koha	Gift
Kuia	Elderly female
Kumara	Sweet potato
Ma	For, by, through
Māhaki	Humble
Mana	Prestige, power, authority, status
Manaaki(tanga)	Hospitality, generosity, care for something
Māori	Indigenous person of Aotearoa New Zealand, normal, common
Marae	Courtyard in front of a traditional meeting house
Mātau	We, them and me, to be knowledgeable
Mauri	Life principle, essence, source of emotions
Mokopuna	Grandchild, grandchildren
Muru	Plunder, remove, erase
Ngā	The (two or more things). See <i>te</i> .
Ora	Alive, life, wellness
Pae tawhiti	Distant horizon
Pākehā	New Zealander of European descent
Pakihi	Business
Papa	Ground
Papatūānuku	Earth mother
Ranginui	Sky father
Raranga(tia)	Weave, woven
Rawa	Too, indeed, really, adds emphasis
Taake	Tax
Tāne	Male, man
Tāne Mahuta	Tāne, god of the forests, also known as Tāne-nui-ā-Rangi
Tāne-nui-ā-Rangi	Tāne, god of the heavens, also known as Tāne Mahuta

Tangata	Person, people
Tangata whenua	People of the land, indigenous people, local people
Tapū	Sacred
Tari	Department, office
Tatauranga	Statistics
Te	The (one thing) – see <i>ngā</i> .
Te ao Māori	The Māori world, Māori society
Te ao Pākehā	The Pākehā world, Pākehā society, mainstream society
Te ao pakihi	The business world
Te ao whānui	Global society, wider society
Te Pūtanga ki te Ao Mātauranga	Massey University Library, Turitea Campus, Manawatū
Tērā	That over there
Tinana	Body, real
Tino rangatiratanga	Chiefly authority; Māori self-determination; Māori autonomy
Tipu	Grow, seedling
Tūrangawaewae	Place to stand; homelands
Umanga	Business
Utu	Reciprocity, recompense, revenge
Wā	Time, place, era, space
Waenganui	Amongst, in the middle of
Waka	Canoe, vehicle, vessel
Whakapapa	Genealogy, lineage
Whakarongo	Listen
Whānau	Family, extended family, nonkinship collectives that resemble a family
Whānaungatanga	Family relationships
Whitau	Flax fibre

A NOTE ON WRITING CONVENTIONS

The thesis is written according to Massey University Library guidelines for the presentation of doctoral theses (Massey University, 2014) and the American Psychological Association (6th edition) writing and referencing conventions (American Psychological Association, 2010). UK style English is the dominant usage. American spelling is retained where this relates to citations and proper nouns. The thesis uses Times New Roman font, 11 point font size, and is doubled spaced. Tables, figures and appendices are single spaced and ordered by chapter. The meanings of Māori words are mainly drawn from Te Aka Māori, but other dictionaries are used (Moorfield, 2011; Ngata, 1993; Williams, 2004). Māori words are italicised when they first appear and followed by an English equivalent in brackets. The English equivalent may change depending on the context. Macrons over the Māori vowels denote extended vowel sounds. Māori language text is translated by the researcher.